

## Performance Gap Causes and Interventions

Causes for gaps in performance can be due to deficiencies in knowledge, skills, and/or environmental factors. Any intervention that is chosen for a particular performance obstacle should result in the most value and address the majority of the issue. Interventions should positively impact the court's goals of administering justice.

<b>Performance = <i>What</i> employee does + <i>How</i> they do it + <i>Their Impact</i></b>	
Underlying Cause	Possible Interventions
<b><i>Lack of Resources/Obstacles in Place</i></b>  e.g. Employee knows what and how to do but has conflicting priorities and lacks resources; workload is greater than staff numbers; Employee motivation is low; outdated or lack of technology	<ul style="list-style-type: none"> <li>• Feedback and Coaching</li> <li>• Mentoring</li> <li>• Job Aids</li> <li>• Change hiring practices</li> <li>• Create focus groups to get ideas on improving efficiencies</li> <li>• Reassign staff</li> </ul>
<b><i>Inappropriate Rewards and Reinforcement</i></b>  e.g. No consequences for poor performance; High performers punished with more work; Poor performers given less work	<ul style="list-style-type: none"> <li>• Add negative and remove positive consequences for undesired performance</li> <li>• Add incentives for desired performance</li> <li>• Give verbal affirmations for good performance</li> <li>• Give coaching to correct undesired performance</li> </ul>
<b><i>Knowledge Deficiencies</i></b>  e.g. Employee doesn't know what to do; Procedures are not clear; Employee doesn't know what is required; Employee maybe under or over qualified for position;	<ul style="list-style-type: none"> <li>• Modify work schedules</li> <li>• Update work process</li> <li>• Simplify work processes</li> <li>• Reassign staff to positions that better suit them</li> <li>• Create job aids and quick reference guides on best practices</li> <li>• Set clear expectations on priorities</li> <li>• Feedback and Coaching</li> </ul>
<b><i>Skills Deficiencies</i></b>  e.g. Employee knows what to do, but not how to do it; Employee has many errors when using computer system; Cumbersome and inefficient work process	<ul style="list-style-type: none"> <li>• Add/change staff</li> <li>• Set clear expectations</li> <li>• Feedback and Coaching</li> <li>• Eliminate non-critical skills</li> <li>• Train</li> <li>• Assign Mentor</li> <li>• Acquire equipment and supplies</li> <li>• "How to" Manuals/ Guides</li> </ul>